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AUTHOR Gouran, Dennis S.; Guadagnino, Christopher S.
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ABSTRACT

This annotated bibliography includes sources of information that are primarily concerned with problem solving, decision making, and processes of social influence in small groups, and secondarily deal with other aspects of communication and interaction in groups, such as conflict management and negotiation. The 57 entries, all dating from 1980 forward (many contain references to earlier, important items), are organized into five groups: (1) bibliographic sources; (2) textbooks; (3) collections; (4) methodological and theoretical inquiries; and (5) critiques of research. (SR)

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SMALL GROUP COMMUNICATION

An Annotated Bibliography

Prepared by

Dennis S. Gouran
Penn State University

and

Christopher S. Guadagnino
Penn State University

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The following bibliography includes sources of information that are primarily concerned with problem solving, decision making, and processes of social influence in small groups. However, many of the entries deal with other aspects of communication and interaction in groups, such as conflict management and negotiation. In addition, some entries are not focused on groups as such. They have been included because the information they contain has implications for understanding the functioning of groups. Finally, all entries date from 1980 forward. References to earlier, important items are sufficiently well represented in the sources included.

Listings have been organized with a view toward minimizing the frustrations often experienced when one delves into a considerable body of material related to groups for the first time.

Bibliographic Sources

Cragan, J. F., & Wright, D. W. (1980). Small group research of the 1970's: A synthesis and critique. Central States Speech Journal, 31, 197-213.
A comprehensive review of every article on groups published between 1970 and 1979 in Speech Communication journals. Useful classification of bibliographic materials into a six-category scheme of old and new lines of scholarly inquiry.

Gouran, D. S. (1985). The paradigm of unfulfilled promise: A critical examination of the history of research on small groups in speech communication. In T. W. Benson (Ed.), Speech communication in the twentieth century (pp. 90-108, 386-392). Carbondale, IL: Southern Illinois University Press.
A thorough summary of research on groups in Speech Communication from the 1940s through 1984. Substantial bibliography.

Gouran, D. S., & Fisher, B. A. (1984). The functions of communication in the formation, maintenance, and performance of groups. In C. C. Arnold & J. W. Bowers (Eds.), Handbook of rhetorical and communication theory (pp. 622-658). Boston: Allyn & Bacon.
Focuses on research dealing directly or indirectly with communication in groups from a variety of disciplines. Concentrates on the period 1960 to 1980. Particularly concerned with functions of communication.

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Textbooks

Barker, L. L., Whalers, K. J., Watson, K. W., & Kibler, R. J. (1987). Groups in process: An introduction to small group communication (3rd ed.). Englewood Cliffs, NJ: Prentice-Hall.
Takes a systems approach to the study of communication in groups. Blends theory and practice. Considers both formal and informal contexts of communication in groups.

Bormann, E. G., & Bormann, N. C. (1988). Effective small group communication (4th ed.). Edina, MN: Burgess.
Applied emphasis on preparation for and participation in small group discussions. Accents the influence of group culture on communication. Can stand alone or be used as a companion volume for a more theoretically oriented work.

Brilhart, J. K. (1986). Effective group discussion (5th ed.). Dubuque, IA: William C. Brown.
Survey of principles, practices, and strategies involved in group discussions. Strong on problem-solving techniques. Sixth edition scheduled for release in 1989.

Cragan, John F., & Wright, D. W. (1986). Communication in small group discussions: An integrated approach (2nd ed.). St. Paul, MN: West.
Emphasizes problem-solving and decision-making discussion. Reviews principles and practices. Incorporates a series of case studies as a vehicle for illustrating principles and providing practice opportunities.

Fisher, B. A. (1980). Small group decision making: Communication and the group process (2nd ed.). New York: McGraw-Hill.
Takes an unconventional approach to the study of decision making by viewing decisions as evolving through group interaction rather than as products of group effort. Focuses on factors influencing communication as it shapes and modifies evolving decisions. Strong theoretical orientation.

Goodall, H. L., Jr. (1985). Small group communication in organizations. Dubuque, IA: William C. Brown.
Covers principles and practices involved in group discussion, but accents the influence of organizational variables on the process. Considers group process in both formal and informal organizational contexts.

Gouran, D. S. (1982). Making decisions in groups: Choices and consequences. Glenview, IL: Scott, Foresman.
Concerned primarily with decision making groups and the personal, social, and contextual factors contributing to their successes and failures. Has separate chapters on mixed-motive interaction and crisis decision making.

Jewell, L. N., & Reitz, J. J. (1981). Group effectiveness in organizations. Glenview, IL: Scott, Foresman.
Overviews factors affecting the performance of decision-making groups in organizational settings and derives concrete suggestions for enhancing their effectiveness.

Johnson, D. W., & Johnson, F. P. (1987). Joining together: Group theory and group skills (3rd. ed.). Englewood Cliffs, NJ: Prentice-Hall.

Presents a broad overview of different aspects of group process and the social contexts in which it occurs. Very heavy emphasis on exercises as a means of illustrating the principles introduced.

Jones, S. E., Barnlund, D. C., & Haiman, F. S. (1980). The dynamics of discussion: Communication in small groups (2nd ed.). New York: Harper & Row.
Approaches participation in groups non-prescriptively by focusing on factors that affect group performance rather than suggestions for participating. Attempts to provide readers with a basis for making their own choices concerning how to involve themselves in group discussions.

Kowitz, A. C., & Knutson, T. J. (1980). Decision-making in small groups: The search for alternatives. Boston: Allyn & Bacon.
Concentrates on identifying factors that influence the communicative behavior of people in groups and how such behavior, in turn, affects the choices they make. Draws suggestions for functioning in groups from theories and research reviewed in each chapter.

Raven, B. R., & Rubin, J. Z. (1983). Social psychology (2nd ed.). New York: Wiley.
Establishes the relationship between interpersonal relationships and small group behavior throughout. Concerned more with interaction in informal than in formal contexts. A very useful reference for anyone interested in interpersonal communication, organizational behavior, small group processes, and conflict management.

Shaw, M. E. (1981). Group dynamics: The psychology of small group behavior (3rd ed.). New York: McGraw-Hill.
Advanced textbook for upper level undergraduate and beginning graduate students. Although somewhat dated, remains one of the best and most comprehensive introductions to research on small groups. Strongly accents interaction in groups. Extracts defensible hypotheses supported by the research reviewed.

Wood, J. T., Phillips, G. M., & Pedersen, D. J. (1986). Group discussion: A practical guide to participation and leadership (2nd ed.). New York: Harper & Row.
Explores characteristics of groups and factors influencing participant behavior in the first half. Develops practical suggestions for participation in second half. Examines suggestions within the framework of the Standard Agenda and the requirements it imposes on groups.

Collections

Arkes, H. R., & Hammond, K. R. (Eds.). (1986). Judgment and decision making: An interdisciplinary Reader. Cambridge: Cambridge University press.
43 (most previously published or revised) essays dealing with different factors affecting decisional processes. Introduces a considerable range of theory bearing on choice-making in different social contexts. Explores psychological and social variables as well as some of the methodological issues involved in the study of decisional processes.

Blumberg, H. H., Hare, A. P., Kent, V., & Davies, M. F. (Eds.). (1983).

Small groups and social interaction (Vols. 1-2). New York: Wiley.
Originally intended as a revised edition of Hare, Borgatta and Bales's Small groups: Studies in social interaction. Includes numerous original essays especially written for the volumes. Volume 1 focuses on physical, personal, and social factors affecting interaction in groups. Volume 2 explores complex group processes, including decision making, cooperation and conflict, personal growth, and social action and change as well as different theoretical perspectives on group process.

Cathcart, R. S., & Samovar, L. A. (Eds.). (1988). Small group communication: A reader (5th ed.). Dubuque, IA: William C. Brown.
A blend of original and reprinted essays dealing with the nature of groups, group environments, decision making, communication in groups, leadership, and evaluation. Over 50 per cent of the essays are new to this edition. Readings tend to be brief and focus on practical matters.

Hendrick, C. (Ed.). (1987). Group processes. Beverly Hills, CA: Sage.
Original essays dealing with majority and minority influence, group formation, individual and group goals, decisional processes, competition, and leadership.

Hendrick, C. (Ed.). (1987). Group processes and intergroup relations. Beverly Hills, CA: Sage.
Companion to Group processes. Original essays dealing with such topics as social interaction and group development, personality and performance, affective and cognitive influences on group and intergroup communication, social facilitation and social loafing, organizational groups, and the social psychology of terrorist groups.

Hirokawa, R. Y., & Poole, M. S. (Eds.). (1986). Communication and group decision-making. Beverly Hills, CA: Sage.
A focused collection of original essays dealing with the effects of communication on the performance of decision-making groups and the process in which decisions develop. Essays are largely theoretical in character.

Phillips, G. M., & Wood, J. T. (Eds.). (1984). Emergent issues in human decision making. Carbondale, IL: Southern Illinois University Press.
A collection of specially prepared essays on various facets of consensus in decisional processes. Considers both factors influencing consensus and its effects of other aspects of decision making.

Swap, W. C. (Ed.). (1984). Group decision making. Beverly Hills, CA: Sage.
Original essays examining decisional processes, effects on individuals, methods of reaching decisions, risk assessment, and decision making in political and organizational contexts.

Tubbs, S. L. (Ed.). (1984). A systems approach to small group interaction (2nd ed.). Reading, MA: Addison-Wesley.
Combines characteristics of a conventional textbook with a selection of reprinted essays and previously published materials to illustrate and amplify the principles introduced. Deals primarily with internal processes. Final chapter examines consequences of group interaction.

Wallsten, T. S. (Ed.). (1980). Cognitive processes in choice and decision

behavior. Hillsdale, NJ: Lawrence Erlbaum.
Includes 14 original essays exploring cognitive factors involved in judgmental and decisional acts. Although not directly related to decision making in groups, the material covered is relevant to the behavior of individuals in groups and can be useful in understanding how various aspects of group performance may be affected.

Methodological and Theoretical Inquiries

Axelrod, R. (1984). The evolution of cooperation. New York: Basic Books.
Extensive report of computerized strategies for playing the Prisoners' Dilemma game. Cooperation was most likely to evolve under conditions in which one's violations of trust are followed immediately by punitive responses. Extends the implications to different social situations involving conflict.

Bazerman, M. H. (1986). Judgment in managerial decision making. New York: Wiley.
Explores factors limiting rational choice and discusses theory and research involving judgment under conditions of uncertainty, the escalation of commitment to preferred choices, creativity and judgment, improving decision making, and negotiation processes.

Burlingame, G., Fuhriman, A., & Drescher, S. (1984). Scientific inquiry into small group process: A multidimensional approach. Small Group Behavior, 15, 441-470.
Attempts to develop a classificational system for organizing research findings on small group research. Relevant dimensions include the "who, what, how, and when" of process measurement.

Dawes, R. M. (1988). Rational choice in an uncertain world. San Diego, CA: Harcourt Brace Jovanovich.
A compelling review of research and theory dealing with the psychological processes involved in irrational choice. Describes approaches to choice situations that are rational. Excellent illustrations drawn from historical incidents.

Fisher, R., & Ury, W. (1983). Getting to yes. New York: Penguin Books.
Develops an approach referred to as "principled negotiation" for resolving and/or managing conflicts. Draws on research conducted for the Harvard Negotiation Project.

Folger, J. P., & Poole, M. S. (1984). Working through conflict. Glenview, IL: Scott, Foresman.
Presents strategies for the utilization and management of conflict in interpersonal and small group settings. Principles introduced grounded in specific theories of conflict and general theories of human behavior.

Fuhriman, A., Drescher, S., & Burlingame, G. (1984). Conceptualizing small group process. Small Group Behavior, 15, 427-440.
Companion piece to essay by Burlingame et al. above. Reviews definitional and methodological issues involved in the study of group process.

Gouran, D. S. (1988). Group decision making: An approach to integrative research. In C. H. Tardy (Ed.), A handbook for the study of human

communication (pp. 247-268). Norwood, NJ: Ablex.
Introduces the concept of "appropriateness" as a characteristic of decisions that is applicable to all types of choice situations and holds that the concept is integrative.

Hare, A. P. (1982). Creativity in small groups. Beverly Hills, CA: Sage.
Develops a category system consisting of adaptation, goal attainment, integration, and pattern maintenance with which to analyze the interaction of problem-solving groups. Draws on author's own research for illustrations.

Himes, J. F. (1980). Conflict and conflict management. Athens, GA: University of Georgia Press.
Not directly concerned with the small group; however, the explorations of the nature, causes, and functions of conflict and the principles of management extracted have clear implications for the study of group behavior.

Hirokawa, R. Y. (1988). Group communication research: Considerations for the use of interaction analysis. In C. H. Tardy (Ed.), A handbook for the study of human communication (pp. 229-246). Norwood, NJ: Ablex.
Companion piece to the essay in Tardy by Gouran cited above. Focuses on the nature of interaction analysis and the methodological considerations involved.

Hogarth, R. (1980). Judgement and choice. New York: Wiley.
Good review of cognitive factors affecting inferences individuals draw from various sorts of data. More useful to students of group process, however, in respect to the material concerning problem-solving techniques.

Kohn, A. (1986). No contest: The case against competition. Boston: Houghton Mifflin.
An extensive examination of research on cooperation and competition and careful consideration of the implications for human performance in task and social situations.

McGrath, J. E. (1984). Groups: Interaction and performance. Englewood Cliffs, NJ: Prentice-Hall.
Detailed discussions of various species of group tasks and the social and psychological factors affecting group members' performance of each type. Tasks include intellective, decision-making, conflict resolution, mixed-motive or bargaining, competitive, and creative. Considers different aspects of interpersonal relations and their effect on group performance.

McLeod, J. (1984). Group process as drama. Small Group Behavior, 15, 319-332.
Uses the metaphor of the drama as a way of analyzing the behavior of group members in sensitivity and therapy groups.

Neustadt, R. E., & May, E. R. (1986). Thinking in time: The uses of history for decision makers. New York: Free Press.
Interesting and insightful analysis of the ways in which historical information can be utilized in making decisions. Cases cited suggest important principles of group process in many instances.

Nisbett, R., & Ross, L. (1980). Human inference: Strategies and shortcomings of social judgment. Englewood Cliffs, NJ: Prentice-Hall.
Excellent survey of research on the sources of faulty judgments. Groups errors into five classes (description, covariation, prediction, cause/effect, and theory testing) and discusses the cognitive influences common and unique to each. Very useful for understanding causes of ineffective decision making.

Poole, M. S., Seibold, D. R., & McPhee (1985). Group decision-making as a structurational process. Quarterly Journal of Speech, 71, 74-102.
Advances a theory of decision development based on the work of Anthony Giddens that has been at the base of much of the research on small groups done in Speech Communication during the 1980s.

Pruitt, D. C., & Rubin, J. Z. (1986). Social conflict: Escalation, stalemate, and settlement. New York: Random House.
Presents a general theoretical framework for the analysis of conflict and explores the relative effectiveness of various approaches to dealing with conflict from the general perspective. Draws selectively, but appropriately, from research on conflict.

Raiffa, H. (1982). The art and science of negotiation. Cambridge, MA: Belknap.
A sophisticated and mathematical treatment of bargaining and negotiation strategies. Firmly grounded in game theory but nonetheless deals with some of the social and pyschological variables affecting the settlement of disputes.

Robinson, Mike (1984). Groups. New York: Wiley.
Book length treatment of the question of how groups work. Culminates in a general model of group process that focuses on the norm structure/activity relationship and its evolution over time. Has some commonality with the views developed by Poole et al. above in their discussion of structuration.

Wright, G. (1984). Behavioral decision theory: An introduction. Beverly Hills, CA: Sage.
Focuses largely on utility theory, subjective expected utility theory particularly, in exploring the ways in which decisions are reached. Limited discussion of cognitive and psychological variables involved. Good discussion of utility theory, however.

Critiques of Research

Becker, S. L. (1980). Directions of small group research for the 1980's. Central States Speech Journal, 31, 221-224.
Presents concerns about the failure of small group research in Speech Communication to deal with sociologically relevant situations.

Bormann, E. G. (1980). The paradox and promise of small group research revisited. Central States Speech Journal, 31, 214-220.
Questions the appropriateness of the model of the physical sciences for answering questions about communication in small groups. Suggests other potentially more fruitful approaches to inquiry, including fantasy theme analysis.

Gouran, D. S. (1988, February). Current status and future expectations of small group communication research: Decision making. Paper presented at the meeting of the Western Speech Communication Association, San Diego, CA.
Reviews and assesses advances in research on decision making in groups that has occurred in light of critiques made in the late 1960s and early 1970s. Finds considerable attention to criticisms, especially those focusing on the need for more attention to communication variables and stronger theoretical foundations.

Gouran, D. S. (1988, June). Remembering 1970, and premonitions about 2000. Paper presented at the meeting of the International Communication Association, New Orleans, LA.
Extends ideas in the WSCA paper above and identifies two major foci of post-1970 research on communication in groups. Summarizes the main trends in process-oriented and product-oriented research.

Hewes, D. E. (1986). A socio-egocentric model of group decision-making. In R. Y. Hirokawa & M. S. Poole (Eds.), Communication and group decision-making (pp. 265-292). Beverly Hills, CA: Sage.
Questions the extent to which communication influences decision making in groups and points to the inadequacies in research design that have prevented scholars from resolving the issue. Suggests the requirements that must be satisfied to dispose of the matter.

Hirokawa, R. Y. (1982). Group communication and problem-solving effectiveness I: A critical review of inconsistent findings. Communication Quarterly, 30, 134-141.
Expresses concern about the lack of theoretical underpinnings for research on communication/outcome relationships. Illustrates the problem by reviewing inconsistent research findings.

Hirokawa, R. Y. (1983). Group communication and problem-solving effectiveness II: An exploratory investigation of procedural functions. Western Journal of Speech Communication, 47, 59-74.
Identifies procedural requisites as a critical factors differentiating effective and ineffective problem-solving groups. Reports a study testing the hypothesized relationship.

Miller, G. R. (1984). Where to next? Some thoughts on future research in small group communication. In R. S. Cathcart & L. A. Samovar (Eds.), Small group communication: A reader (4th ed., pp. 494-503). Dubuque, IA: William C. Brown.
Questions the focus of past research on decision making and problem solving in groups and suggests a need for broader examination of the needs to which communication in groups is addressed.